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Major Information System

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**IDENTIFYING AND OVERCOMING THE CHALLENGES OF
IMPLEMENTING A PMO IN XYZ COMPANY**

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Abstract

With the ongoing challenge of successfully managing information technology (IT) projects, organizations are recognizing the need for greater project management discipline. For many organizations, this has meant ratcheting up project management skills, processes, and governance structures by implementing a project management office (PMO). A Delphi study was conducted to: 1. identify the challenges of implementing a PMO in XYZ Company, 2. rank these challenges in order of importance, 3. discover approaches in XYZ Company to overcome the top-ranked challenges, and 4. understand the role of PMO structure, metrics, and tools in the implementation of a PMO. The top-three challenges were: 1. poor definition of PMO in terms of vision, mission, objectives, scope, role, and responsibility, 2. lack of full support and delegated authority from key stakeholders, and 3. lack of communication between stakeholders. A series of actions were identified that can be taken to overcome these challenges including determining the vision, mission, objectives, scope, role, and responsibility of PMO more comprehensively and significant, campaigning the PMO objectives and needs to the key management, initiating routine meeting activity with the key management, and lastly, designing a communication plan.

Keywords Information System, Project Management, Project Management Office, Implementing